

MEMORANDUM FOR RECORD

SUBJECT: Training General Officer Steering Committee (TGOSC)
00-1 Minutes

1. The Training General Officer Steering Committee (TGOSC) 00-1 was held 8-9 March 2000 at Fort Monroe, VA. This memorandum provides minutes of the meeting. MG Sylvester, DCST, TRADOC and BG(P) Lovelace, DOT, HQDA, co-chaired the meeting on 8 Mar and LTG Ellis, DA DCSOPS chaired on 9 Mar. Attendees on the panel included:

HQDA, DCSOPS	LTG Ellis
TRADOC, DCST	MG Sylvester
HQDA, DCSOPS, DOT	BG(P) Lovelace
USAREUR, ADCSOPS-T	BG Craddock
AMC/STRICOM	BG Bond
TRADOC, DCG-CAC	BG Schmader
OCAR	BG Silverthorn, Jr.
HQDA, NGB	BG Squier
USASOC	COL(P) Butler
TRADOC, Cdr, ATSC	COL Reddy
TRADOC, ATSC-ATMD	COL Jones
HQDA, NGB	COL Krug
FORSCOM	COL Hardin
FORSCOM, JRTC	COL Pickens
FORSCOM, NTC	COL Davis
TRADOC, Infantry	COL Davis
TRADOC, Field Artillery	COL Corpac
TRADOC, NSC	COL Wildemann
TRADOC, CAC	COL Ervin
TRADOC, DAMO	COL Gelling
TRADOC, CALL	COL Hiemstra
TRADOC, CAC	COL Belford
TRADOC, Maneuver Support	COL Forney

2. **Opening Comments/Purpose:** BG(P) Lovelace, Director of Training (DOT), HQDA, opened the meeting and presented the theme, purpose, and agenda for the TGOSC. He stated that the focus is on the 02-07 POM. BG Lovelace stated that the TGOSC would review STRAC and TMA issues and look at the requirements and prepare recommendations to the DCSOPS. He mentioned the importance of synchronizing training requirements with the Army vision. He reiterated that the gap in funding goes across the entire Army. BG Lovelace reviewed the Training Program Evaluation Group (PEG) Army Program Guidance Memorandum (APGM) assessment. He pointed out that only one program block is green (fully funded). All others are yellow or red (partially funded or unfunded). He stated that the chart represents 80 percent of the PEG and therefore there is little flexibility in funding

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decisions. He stated that simulation programs were among the most under-funded. He mentioned that the CSA has emphasized not fielding a system without a trainer.

BG Lovelace stated that the system bills would be pushed up to the senior leaders. Nonsystem bills will remain in the Training PEG. He explained that the Engagement Skills Trainer (EST) was a bill payer at the last moment in the last POM. He pointed out that the Army must attempt to protect training programs, particularly ranges during this POM. He stated that the TGSOC in part is assembled to identify all requirements; however, the steering committee must also determine what programs are critical. BG Lovelace stated that the price of digitization has doubled. BG(P)Lovelace stated we must educate our senior leaders. We must identify all requirements and evaluate the risk of not funding all the requirements. BG(P)Lovelace stated that the CSA wants to move the WARSIM program to the left. This UFR must be funded within the Training PEG.

MG Sylvester, DCST, TRADOC, stated that the training bill for the Initial Brigade Combat Team (IBCT) has been reduced to \$34M, yet we have \$20M in war stoppers for off-the-shelf items, and \$40M in administrative oversight.

3. **STRAC:** COL Harriman, DAMO-TR, provided a STRAC Update. He reviewed the triennial review process to date and stated that April is the completion target. COL Harriman presented the following STRAC issues:

a. TANK Gunnery 90 to 106. The Armor School supports the CALFEX. The cost is approximately \$10M. COL Reddy, Cdr, ATSC, stated that ranges were built to support Table XII and recommended not to support the CALFEX. BG(P) Lovelace stated that the M1A2 tank issue would be addressed in the executive session.

b. MLRS. BG(P) Lovelace tasked the FA School to layout what is the value added from increasing training rounds and tabled discussion to the executive session.

c. Bradley Gunnery Table. Discussion centered on turbulence and skills degradation issues. Recommendation by the Infantry School was to increase Bradley qualification from once to twice annually. FORSCOM did not support live fire twice a year due to a perceived lack of analysis a shortage of training time. USAREUR supported live fire twice a year. BG(P) Lovelace stated that the Army does not have a standard for twice per year

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qualification and therefore questioned supporting increased resourcing. The Infantry School was tasked to examine whether the increased in rounds was needed due to skills degradation or personnel turbulence.

4. **Non lethal weapons:** Mr. Toy, Maneuver Support Center, provided a Non-Lethal Munitions Update briefing. The issue centered on the Military Police School's desire to officially resource non-lethal weapons qualification. The requirement was cost approximately \$3M per year. Consensus of the TGOSC supported the measure. BG Schmader stated that training is different for the military police than for a regular soldier for these type weapons. The MP School was tasked to develop the long-term law enforcement requirement and TRADOC is to develop an overarching requirement regarding the contingency set for other units and a training package to use during a Mission Rehearsal Exercises (MRE) prior to deployment.

5. **Training mission area:** Mr. Kenny, DAMO-TRS, provided a Training Mission Area (TMA) update. He stated that TMA is funded at \$200-\$230 million per year, with requirements at \$300-\$350 million per year. Mr. Kenny stated that OPTEMPO + TADSS + TRAINING + Infrastructure = Training Readiness. He commented that the TMA does not include system training devices. It contains RDA, OMA, and MCA for modernizing, equipping, and maintaining all Army ranges and MOUT sites. Mr. Kenny reviewed the last two POMs. He reported that the TMA lost quite a few dollars in the FY01-05 mini-POM. The only increase was the AVCATT and OSV programs. He reported a 15-40 percent decrease over last POM. MG Sylvester pointed out that our bill payers were CCTT, WARSIM, FSCATT, Range Mod, EST, MILES AGES II, SAWE LTWT PDD, OSV, OSTV, NTC OIS, and CMTC Live Fire. COL Reddy recommended that the Army go back to having only one MDEP stating that when the Army had a single MDEP we had more flexibility to move funds around. BG(P) Lovelace stated that programs such as CCTT and WARSIM have choked the ability to do anything else. He emphasized the importance of showing the senior leaders where we are at risk.

Mr. Kenny stated that the TMA goal is to protect current funding, complete fielding of CCTT, AVCATT, WARSIM, and modernize the objective instrumentation system. He said the key TMA issues were 1) training modernization is falling behind equipment modernization; 2) training infrastructure will not support training today's force; 3) CTC modernization is at a critical point objective instrumentation system (OIS) and OSTV is

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at the breaking point and must be replaced; 4) Commander s must migrate OPTEMPO dollars to pay for these critical enablers.

He explained the capability packages which will help sell the TMA. He stated that the priority in the APGM changed which will help protect the dollars when looking for bill payers.

Band 1 maintains core training capabilities. Band 2 meets critical training modernization requirements for the digital force, transformation to the medium brigade, and CTC modernization needs. Band 3 resolves FY06-12 force modernization impact for home station. Band 4 supports future CTC OPFOR modernization and expands CCTT capability. Mr. Kenny stated with existing RDA dollars the Army cannot begin to fund band 2. The OMA UFR averages \$65M per year over the POM (range modernization, battle simulation centers, and STRICOM operations).

BG Bond, Cdr, STRICOM, stated that once the discussion is over today, we must take the issue to the senior leaders and emphasize the importance of TMA. If we do not have the senior leadership backing us, OSD will continue to take our money to pay bills. COL Krug, NGB, supported TMA, but stated that TMA does very little for the NGB. NGB cannot afford things like CCTT. The NGB looks for low cost, low fidelity, and deployable trainers. The TGOSC recommended early completion of TTPs in developing TMA systems.

6. **CMTC:** LTC Boone presented a decision brief on funding the Combat Maneuver Training Center (CMTC) to contract civilian role players on the Battlefield (COB). He stated that the cost is approximately \$5.26M per year. He stated this would ensure USAREUR meets the requirements of the current and future operational environment described by the CSA. BG Lovelace asked for a cost benefit analysis. BG Schmader stated that Gen Abrams tasked TRADOC to define the purpose of each CTC?? LTC Boone stated that the CMTC would continue to evaluate and refine the requirement. He reiterated that there is a need to properly replicate Kosovo, Bosnia, and the new operational environment, COBs must portray the full spectrum of ages, ethnicities, languages, and gender. Not all COBs are 21-year-old males. The panel recommended that the TGOSC validate USAREUR (CMTC) requirement.

7. **Ranges:** LTC Zolp, DAMO-TRS, briefed the Army Range and Training Land Program. He stated new ranges must be constructed at installations where no ranges exist that are capable of support IBCT weapons platforms. He stated that the priority of effort is to the transition force then the heavy corps. The digital MPTR is still required as a feeder range to the digital

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MPRC. LTC Zolp reviewed the digital training ranges that are funded in the current program. He stated that ranges are dependent on MCA dollars and the goal is to even out MCA in this POM. BG(P) Lovelace stated that our intent is to synchronize the installation status report with the actual training area/range needs of the installation. The panel recommended adequately funding the range program in ITAM, and discussed requirements and a funding strategy for the fixed tactical internet and the fiber optic communications backbone. LTC Zolp stated that the fixed tactical internet will link the digital ranges with virtual and constructive simulations. He explained that the TT PEG funds the range program and ITAM takes care of the land portion. He reviewed the training range process. He reiterated that this program needs strong leadership support to recover and keep funding.

8. Urban operations: LTC(P)Cole, briefed Urban Operations. He stated that the purpose of the briefing was to obtain support for the CAMTF urban operations training strategy and recommend funding. BG(P) Lovelace said his concern was that there is not enough training days on the calendar if this is added to the plate. LTC(P) Cole stated urban operations is taking a task and moving it to an urban setting, and not adding more to the CATS. LTC(P)Cole recommended funding COA #2 for FY02-07 POM, which includes JRTC MOUT instrumentation Phase II, and CMTC MOUT instrumentation. This COA funds NTC MOUT in the FY04-09 POM.

9. Special Forces advanced urban combat: MAJ McCollum, USASOC, presented the Special Forces Advanced Urban Combat (SFAUC) Training information brief. He requested \$832,669.14 in ammo to support SFAUC. He stated that the STRAC COC approved ammo increases. If this is not increased, the expectation is before the end of FY 00 soldiers ability in urban warfare will be degraded. He stated they are losing combat edge due to being involved in peacekeeping and humanitarian relief. This involves about 15 percent of the total Special Forces contingent. BG Lovelace tasked USASOC to validate this requirement with the CINC s IPL.

10. IBCT: COL Ervin, NSC, presented the Initial Brigade Combat Team (IBCT) Training Strategy. He stated that the IBCT objective is to deploy rapidly, execute early entry, and conduct effective combat operations immediately on arrival to prevent, contain, stabilize, or resolve a conflict through shaping and decisive operations. He stated it is a dismounted, infantry-centered force. It contains a significant number of snipers. He said the IBCY pushes combined arms to a much lower level platoons. He reviewed the training development principles (i.e., IOC is the end-state for

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backward/forward planning). He displayed the IBCT Centralized Training Task List (CTTL) which consists of those tasks necessary to achieve O&O proficiency. COL Ervin reported that there is no standard doctrine for this initial brigade; however, the basis is the O&O Plan. He stated that 10-12 field manuals are necessary. Individual through platoon training is scheduled May-Jul 00, company and staff developmental training is scheduled for Sep 00. He reviewed the equipment requirements. COL Ervin stated that the IBCT IOC was directed by General Shinseki as Dec 01 for the CTC exercise.

COL Ervin mentioned several training imperatives. He said that Army must teach initiative within intent, adaptive thinking throughout the training sequence.

COL Ervin stated the digital training concept covers:

- Level 1 Individual Training
- Level 2 Section/Cell Staff Team Training
- Level 3 Staff Drills Training
- Level 4 Functional CP Training
- Level 5 Full CP Training

He stated that digitization is not a task. It is a natural way to do things. For full spectrum operations the number of tasks is limited to semi-permissive, MOUT and complex terrain; and, day/night.

BG(P) Lovelace stressed the importance of identifying the CLS bill over the long term. COL Ervin said that the training bill was reduced from \$90M to \$30M in FY01. BG(P) Lovelace reiterated that the building is not prepared for these kinds of bills.

11. **CCTT:** COL Gelling, TSM CATT, presented the CCTT Long Term Evaluations. He stated that he was tasked to conduct a study to determine the training value of this program. At the present, units are giving up 60 OPTEMPO miles per year for one CCTT. He reviewed the objectives they used. BG(P) Lovelace stated that we must show the value added of CCTT. COL Gelling stated that the Army needs to demonstrate that task performance improves with training on CCTT; identify the factors and conditions for effective training in CCTT; demonstrate training transfer from the CCTT environment to the field environment; determine the best ways to incorporate CCTT training into a unit's training program.

12. **Fires training strategy:** COL Corpac, Field Artillery School, presented the Fires Training Strategy. He stated that maneuver commanders are not

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able to effectively use fires in live, virtual, and constructive training environments. The overall strategy is to integrate fires training into maneuver simulators, accurately replicate fires at the CTCs, replicate fires in legacy and future simulations, and expand fielding of combined arms digital training systems. He discussed improvements to the CCTT that would be a low cost fix to make this training device even better. In FY01, 8 reconfigurable kits will be fielded to Ft Hood for proof of principle. The panel discussed the CTC improvements which were as follows: 1) provide Bradley re-configurable kits to convert a standard CCTT Bradley module to a BFIST; 2) use of CCTT as a stand-alone fire support trainer for FA Battalion; 3) modify CCTT software to better replicate effects of fires and smart munitions; 4) provide actual digital communications linkages between FA C4I systems and CCTT; 5) explore methods to modify existing CCTT systems to replicate FIST-Vs and/or Strikers.

COL Corpac recommended establishing a contracted senior mentor program, Fires Senior Observer Controller Team (SOCT) to help train National Guard and active Artillery Brigades in Digital Fire Support Operations. BG Schmader noted that we are running out of green suiters to do the platform training and will have to rely more heavily on contracted instructors. COL Corpac stated that the cost of software modifications to replicate fires is approximately \$500K. The cost to replicate lethality and survivability of new BCT weapons and vehicles is unknown. The cost to open/adjust the instrumentation system is \$1M. In FY00 the NSC DBST will be established as the Army standard; FY01 establish fire support SOCT as a pilot program; and maintain SOCT capability in POM. MG Schmader supported the first three recommendations 1) fires and combined arms training in CCTT; 2) replicate fires at CTCs; and, 3) replicate fires in simulations. He did not support fire support SOCT as a pilot program.

13. **EXECUTIVE SESSION** (8 Mar 00).

a. BG(P) Schmader presented a briefing on training simulations. He stated that the three domains are live, virtual, and constructive. The live migration plan takes us to OneTESS and CTIA. The cost is now estimated at \$700M for CTIA. STRICOM is working the cost estimates; and, a second analysis is being done on capability to see if a less expensive car will suffice. BG Schmader reviewed the virtual and constructive migration plan and presented the shortfalls. He stated this plan takes us to WARSIM, OneTESS, and CATT. The current legacy models in maintenance mode has no R&D funds available, limited funds to maintain relevancy as prioritized by war fighting user community; priority of effort on interim digital tools.

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BG(P) Lovelace stated that he was not afraid of the bill, and if it is needed then he will figure out how to fund it.

b. COL Harriman reviewed the STRAC issues from the 99-02 TGOSC. The panel discussed and made recommendations to present to the DCSOPS.

(1) Tank Gunnery 90 to 106 - COC recommended 106 rounds in increments of 90, 98, and 106 (FY01,02,03 respectively) based on production. The rationale for increasing the tank rounds is: shooting the M1A2 Table, reduction from 58 to 44 tanks. The panel recommended 106 for tanks in 44 tank battalions. Other tanks 90 rounds.

(2) MLRS - MLRS proponent recommendation is 12/6 (TRC A/C) training rounds. The TGOSC asked if a 9/4 strategy would suffice. TRADOC recommends 12/6 with a footnote of 9/4. The result of the COC was that the strategy/requirement is 12/6, but due to fiscal constraints authorize 9/4.

(3) Bradley Gunnery Table due to skill degradation and turbulence, the COC recommended firing Table XI and XII twice a year, but did not recommend making this an official requirement. The School says if that is the recommendation, then it should be a requirement, but BG(P) Lovelace asked for the empirical data to support that assertion. Will give the rounds and leave it up to the commander as to whether to shoot them based on turbulence.

(4) Non-lethal munitions - The COC proposed the MP School develop a long-term law-enforcement requirement, and TRADOC develop the over-arching training requirement to include the contingency capability sets to use during a MRE prior to deployment.

c. CCTT TGOSC consensus was that the Army should determine what it wants from CCTT and needs to look at what are the next steps. There is not CCTT I-BCT requirement today there is no money. The TGOSC felt the CCTT BOIP needs a re-examination.

d. OPTEMPO execution BG Lovelace stat that the CSA has told the field to execute 800-tank mile equivalent strategy.

e. USASOC was asked to document the requirement that led to the decision to develop the urban combat capability. USASOC is developing a precision urban conflict capability. The TGOSC agreed the Special Ops

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requirement is different from the total force but directed that the SF training ammo request be validated in the CINC's integrated priority list for Urban Operations in the Defense Planning Guidance.

f. TMA The TGOSC recommends funding bands 1 and 2 and needs and additional \$250M in funding. The TGOSC agreed that the issue needs 4 star support before it gets PAE attention.

14. Army training strategy: COL Belford, CAC, briefed the proposed Army Training Strategy. He stated that the challenge is to get to an objective force. The foundation to get to combat readiness is FM 25-100/101; individual/leader/collective training; and, the combined arms training strategy. He said the strategy must drive the development of training systems. He said live training will remain the foundation and that the Army is trying to protect live training at the battalion and below level. MG Slyvester stated that live training is the right way to train today; however, 20-30 years from now we will transition to virtual training. COL Belford opened discussion on the multi-environment. The discussion consisted on how this environment would be implemented. BG Schmader reiterated that the environment is one we have to embrace. He said the Army should not focus on how to implement it at this point, but concentrate on the mindset. The challenge is to get to the objective force. The foundation of this force is competent, confident, adaptive leaders; lethal platoons and companies; battle staff that can synchronize combined arms operations. COL Belford said senior leaders must rejuvenate small unit training by providing resources to units. Commanders must be personally involved in preparation, conduct and, evaluation of all training. And provide training support infrastructure.

15. Institutional digital education plan: Mr. Seko, ATMD, Institutional Digital Education Plan (IDEP). The Commander, CAC, asked for costs to make the training plan match the fielding plan. Mr. Seko stated that digital training is more than operator training it includes ABCS Awareness training. He reviewed the recommendations for training maneuver battalions of DD2-N. He stated that GEN Abrams sent a message stating his support of the recommendations. Mr. Seko reviewed the performance requirements by tasks. BG Bond reiterated that training must be available when the equipment is available. BG(P) Lovelace stated that the piece that stands out to him is the template for training and that it must be different than it is today for institutional training and training inside the units.

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16. Army training investment strategy: COL Jones, ATSC-ATMD, briefed the Army Training Investment Strategy. He said the Army investment strategy would establish the framework for training readiness for the Army. He stated that this new strategy should serve as the basis for prioritization and programming of resource requirements. COL Jones said the goal is to develop a balanced, integrated and prioritized Army Training Investment Strategy that fully implements the Army Training Strategy (Draft). Also, to provide a comprehensive and integrated digital education and training investment plan for the FY 02-07 POM. He reviewed three Investment Bands: Band 0 Excluded; Band 1 Significantly affects the Army's ability to perform its missions little risk (ADLP, IDEP); Band 2 Significantly affects a Title X function some risk (ABCS integration & digital transition); Band 3 Enables key elements of Title X functions moderate risk (Digitization Fixed Tactical Internet). He stated that the Total Digital Training and Education Investment Plan dollars through FY07 is \$2,559,500,000 (does not include the IDEP), but is based on a guess of six installations. COL Hardin questioned why TRADOC was doing this rather than contracting it out. BG(P) Lovelace noted that DAMO-TR turns to TRADOC to answer the mail, because it is their domain. COL Reddy noted that ATSC works directly for the DCST in support of DAMO-TR. BG Schmader noted that we in TRADOC as the training architects are rethinking this whole training architecture. We need to tell DAMO-TR what we can live with today, and what we can live with in 2010. DAMO-TR puts together the funding strategy, but if it doesn't work, they come to us, and we go to our bosses for assistance. BG Craddock noted that USAREUR does not have a problem with the TRADOC study/effort. BG Silverthorn, OCAR, stated that CSCSS needs more visibility in the discussion. COL Gelling stated that the focus should be on all programs rather than mainly TMA. BG(P) Lovelace reviewed the purpose of the TGOSC. He stated it was established to combine STRAC, TMA, and CTCs. I am open to recommendations; however, he feels we do look at other problems across the Army.

17. OPTEMPO MIGRATION/CATS/READINESS: COL Harriman, DAMO-TRS, briefed the Combined Arms Training Strategy (CATS), OPTEMPO, Migration, and Readiness. He said the Army funds for 800 tank equivalent miles. The issue is that after MACOM migration of these funds to BASOPS and OPRED, events are not done. BG(P) Lovelace reported that he got call from ABO this morning advising him of Senate language which stated 1 of 3 options: nothing; strip us; or base decision on the execution rate. The result is that Commanders in the field take dollars. BG(P) Lovelace reiterated that the CSA says execute your OPTEMPO. If not, commanders may need Secretary of the Army's signature before migrating funds. He

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stated that OMA dollars (about 25% of Army budget) can be moved around. The issue is how we are doing with the CATS strategy. BG(P) Lovelace also noted that he had to have the support from the field. When you execute at 600 miles you short-change young soldiers and young leaders out of 200 miles of events.

18. **Range sustainment:** Ms. VanDervort, DAMO-TRS, presented an information briefing on DODD 4715.11, Sustaining Ranges into the Future. She stated the new threat comes from activists, stakeholders, and regulators trying to stop training. The land and ranges are under increasing regulation and scrutiny. The Environmental Protection Agency (EPA) has signaled their intent to require remediation and clearance of unexploded ordnance (UXO) at active and inactive ranges pursuant to three environmental laws. This is a readiness issue that threatens the live-fire environment. We need legislative clarification. We must protect our ability to train into the future. COL Pickens asked what agency could help the Army. Ms. VanDervort stated that the DoD has started an outreach program to those groups on their side, and those with reasonable approaches. We need to extend this to the local levels. We are trying to look at what ranges will look like in 2025. We re trying to drive up through the leadership through the events at the Massachusetts Military Reservation (MMR). COL Hardin expressed concern regarding live-fire. He suggested that an alternative plan be in place if the worst happens. Ms. VanDervort continued the briefing reviewing key provisions, implementing guidance, ODCSOPS responsibilities, and MACOM responsibilities. The DODD 4715.11 has operator input and combines explosives safety requirements, environmental protection provisions, and input from stakeholders and regulators through national public dialogues. The Services are in the process of analyzing the financial implications and building that into the POM to be able to answer the environmental questions. BG(P) Lovelace feels we need to put out a warning order, and assess the actions that lie ahead. DAMO-TR was tasked to identify the potential tasks and timelines involved in this issue.

19. **CATS:** Mr. Thompson, TRADOC, briefed the Combined Arms Training Strategies (CATS) to support training the first digitized division. He emphasized that CATS is the link to training readiness. He reviewed the CATS definition, collective CATS formulation guidelines, and digital CATS update. He stated that the Army has a changing operational environment. The Army XXI focus is on information dominance for acquiring mental agility by soldiers/leaders. He stated that six unit strategies are complete to date. These six units will provide lessons learned to develop more strategies. The

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FY01 UFR is approximately \$5M and, the FY 02-07 UFR is approximately \$19.9M. The CATS investment requires priority funding to support the Army's objective force.

20. **SATS:** Mr. Polster, ATSC, briefed the Army Training XXI Standard Army Training System (SATS) Version 4.2. He stated that this is the last version of SATS. COL Reddy explained that this management system takes all the stovepipes and brings them together in a coherent way with value added. Mr. Polster reported that SATS develops the METL, supports collective and individual tasks, utilizes STRAC in CATS/unit strategy and resource projections, links CATS strategy to unit training strategy, gives the commander means to evaluate training and plan for the next quarter through training feedback. He stated that the Army is going toward one unit training management system. A seamless network connectivity through the RDL with access to a complete library of reusable training information and external resources, and links to multi-component and joint systems. He stated that when SATS is provided to the field it comes with a training team. BG Silverthorn, OCAR, commented that SATS is working for them.

21. LTG Ellis, DCSOPS, arrived for a recap of the TGOSC.

a. COL Harriman presented four STRAC issues.

(1) Bradley Gunnery Table. COL Davis, Infantry School, stated that the field expressed a need for live fire twice a year due to skills degradation and turbulence. LTG Ellis noted that without the analytics this increase in the training PEG will probably not happen. LTG Ellis stated he must be able to justify the increased number of bullets. MG Sylvester noted that some analysis has been done in prior studies. Maybe that PGS- was put in the wrong table. LTG Ellis observed that there may be other ways to address the issue. If the training strategy calls for firing the table every six months then it is a "must do." The DCSOPS asked for the analytics before requesting more resources. He noted that a lot of dollars have been invested in simulations to offset degradation.

(2) MLRS DCSOPS asked for analysis of the benefit of 12/6 with footnote 9 to 4. COL Corpac stated that they would go back several years and answer the question.

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(3) Military Police (MP) request for Non-lethal weapons. MP was tasked to define the requirement and report back to the STRAC. The DCSOPS asked what is the standard for the Army. He emphasized that this is a current issue. The city of Seattle wanted to know how many soldiers were trained in riot control when they hosted the World Trade Conference and encountered subsequent rioting, and if they could be there in two hours. The expertise was in the MPs. The DCSOPS said maybe we need something on each coast or a team in every unit. The issue is to develop a law enforcement and an Army requirement. We have a center of excellence at the MP School, give them the whole mission.

(4) Tank Gunnery 90 to 106. Mr. Kelly, Armor School, addressed this issue with LTG Ellis. He stated that we must still address four targets because the threat has not changed. He reiterated that we would like to stick with 106 rounds and one standard across the Army. LTG Ellis urged that simulations be factored into the equation so that savings can be realized. Mr. Kelly presented slides to support the request. Live rounds validates turret maintenance, promotes crew confidence, and the ability to synchronize the total crew. Everyone supported the request for 106 FORSCOM, Europe, Korea. TRADOC also supports the 106, but would back down to 96 if forced to by resource constraints. DCSOPS agreed on 106.

b. Urban Operations. DCSOPS questioned if this requirement had been synchronized with the transformation? The answer was yes. LTG Ellis urged getting the entire \$400M requirement on the table, and spreading it over 15 years, if needed. The facilities will support the home station training. LTG Ellis asked about the sustainment piece on this. He asked if this be better taught at a world class CTC. COL Forney noted that the JRTC is the most likely place to incur casualties and move between buildings, not within the buildings themselves. MG Sylvester noted that the purpose of the CTC was as a dipstick to test the effectiveness of home station training, and as an artificial war fighting experience. BG Schmader said we needed a battalion-sized facility at home station, and a CTC facility. COL Harriman said this is needed to maintain the band of excellence. LTG Ellis asked that the Army look at a total strategy that may be a combination of pieces, or it may just at a CTC. This is a new frontier and we need to do this strategy before moving on.

c. TMA. DCSOPS stated that WARSIM will get funded in this POM per CSA guidance. BG(P) Lovelace stated that we will have to show the hurt if we fund this. DCSOPS stated that in the mind of senior leadership, this is a readiness issue. CBS is about to die and that is why it is prioritized so

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highly. He stated to fund WARSIM within the TT PEG. LTG Ellis stated that no dollars were programmed for recapitalization and that is what is happening to the Apache helicopter. He stated that Commanders have been taking training dollars for base ops. He reported that OPTEMPO dollars will be fence or if commanders do not execute OPTEMPO dollars they will be taken.

d. IBCT. LTG Ellis asked how we will transition to one type CTC? At end state all the divisions will look alike therefore we will not need a light and heavy CTC. DCSOPS commented that the plan presented is a very good one. The total bill, with TADSS is \$44M.

e. MACOM issues.

(1) NGB, COL Krug, stated that they need the dollars that 800 miles represents but for other things. He stated that they owe the DCSOPS a strategy on reserve components. He pointed out that the NGB is all "red" for readiness in training. FORSCOM is working the strategy with the NGB. APMG gives us a level in which we program dollars. It is not the strategy.

(2) JRTC, NTC, ATSC, USASOC, USAREUR, OCAR, FORSCOM, FT SILL, NSC, and STRICOM had no other issues.

22. LTG Ellis thanked all the attendees for their good work. He stated that training is very important. Keep issues coming and you are doing great work and adjourned the meeting.

23. Minutes are provided for information and action as appropriate, and to serve as an official record of TGOSC 00-1. Members and participants are requested to provide new or updated information and data to DAMO-TR as it is available to facilitate resolution of issues (or support a proposed course of action) of any open or working issue(s). HQDA (DAMO-TR) POC is Major Kerry T. Skelton, DSN 223-1705, and (703) 693-1705, email - skelkt@hqda.army.mil

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